

MASTER OF SCIENCE IN MANAGEMENT

COMPARATIVE ANALYSIS OF THE USE OF FOREIGN MILITARY SALES (FMS) AND DIRECT COMMERCIAL SALES (DCS) IN THE PROCUREMENT OF U.S. DEFENSE ARTICLES BY THE PHILIPPINE GOVERNMENT FOR THE USE OF THE ARMED FORCES OF THE PHILIPPINES

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The Philippine government uses two methods to procure defense articles from the United States, either Foreign Military Sales (FMS) or Direct Commercial Sales (DCS). This thesis examines the differences between FMS and DCS as methods of procurement used by the Philippine government in the acquisition of U.S. defense articles. The study identifies the processes involved in each of the two procurement methods, as well as the advantages and disadvantages of each when used within the socioeconomic and political environment of the Philippines. Issues and considerations that influence selection decision are also discussed. DCS offers the lowest fixed price, timely/earlier delivery, easier countertrade arrangements, and penalty for non-compliance to the provisions of the contract. FMS is preferable because it is a government-to-government sale, provides opportunities for Philippine military training in the United States, and enhances interoperability among coalition forces. In addition, FMS allows for financing of defense articles from the U.S. using Foreign Military Financing, thus conserving Philippine government funds.

KEYWORDS: Foreign Military Sales, Direct Commercial Sales, Armed Forces of the Philippines, Security Assistance, Armed Forces of the Philippines Modernization Program

ADULT LEARNING AND NAVAL LEADERSHIP TRAINING

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Adult learning embraces andragogy, constructivism, Transformative Learning Theory, praxis, and the understanding that not all adults are prepared initially for complete learning autonomy. The concept of andragogy can be found as far back as the nineteenth century and volumes of follow-on research have reinforced the basic tenants of adult learning. It is, therefore, valid to expect that adherence to the Adult Learning Model will indicate the effectiveness of curricula that target adults.

This thesis analyzes the Center for Naval Leadership facilitator training course and the Center for Naval Leadership Learning Site, Coronado Advanced Officer Leadership Training Course curricula for adherence to the Adult Learning Model to draw conclusions about their effectiveness.

KEYWORDS: Andragogy, Adult Learning

MANAGEMENT

ANALYSIS OF RELIABILITY ESTIMATIONS AND SPARES PROTECTION LEVELS ON LIFE CYCLE COSTS OF THE MARINE CORPS H-1 UPGRADES PROGRAM

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This thesis analyzes the relationship between predicted system reliability and planned spare parts levels. This analysis is accomplished through the integration of factors impacting spare parts levels and life cycle costs into a spreadsheet model that establishes the appropriate relationship between the factors. This thesis determines the impact that varying estimations of reliability have on both life cycle costs and spares levels for the H-1 Upgrades Program. Examples of the spreadsheet input and output are included as appendices.

KEYWORDS: Spare Parts, Life Cycle Costs, Reliability, Spares Protection Level, AH-1W, UH-1N, AH-1Z, UH-1Y, H-1 Upgrades Program